



3. Differences and Likeness in Consumer Groups: Living Standards, Purchasing Power, Racial and Religious Customs, Reactions to Advertising, Buying Habits, Diffusion of Ideas.
4. The Proposed Census of Distribution: Scope, Limitations, Use of Data.
5. Anticipating Changes in Consumer Needs and Habits.
6. Serving the New Customer.
7. Summary.

## **Luncheon**

### **Mergers and Marketing**

#### **April 3—Afternoon**

##### **The Retailer of Today and Tomorrow**

1. What Has Happened to the Retailer?
2. What is Going on in the Retail World: Cash and carry; Credit and service; Instalment Selling; Group buying; Chain store outlets; Mail order chains; Range of style and effect on inventory; Character of retail salesmanship; Retail advertising; Hand to mouth buying; The returned goods problem; Mergers; Syndicate buying; Direct to consumer selling; Machines for selling.
3. How Will the Retailer of Tomorrow Affect Marketing: (a) Size of independent dealer; (b) Nature of competition: changed character of products distributed.
4. Summary and Discussion of Retail Types of Tomorrow and the Trend to be Expected in Their Development and Retrogression.
5. General Discussion.

#### **April 4—Morning**

##### **The Wholesaler of Today and Tomorrow**

1. What has Happened to the Wholesaler?
2. What is Going on in the Wholesale World: Direct selling, by manufacturer, Chain wholesale stores, Improved Transportation service, Private brands, Preemption of market by nationally advertised brands, Mergers, Standardization and simplification, Experiencing the change and adapting the business to meet new conditions, Cutting out unprofitable retailers.
3. Ability of Wholesaler to meet the Marketing Changes, Types of Wholesale Distribution Tomorrow and a Conjecture as to the Probable Survival of Each Type.
4. Summary.
5. General Discussion.

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#### April 4—Afternoon

### The Manufacturer's Relation to the Consumer, Retailer and Wholesaler of Today and Tomorrow

1. What Has Happened to the Manufacturer's Marketing Status?
2. What is Happening to the Manufacturer's Marketing Set-Up:
  - a. The struggle for control of the consumer market.
  - b. New outlets.
  - c. Spread of integration.
    - (1) controlling selling outlets.
    - (2) distributing branches.
    - (3) the new competition.
    - (4) control of manufacturing by retailers and jobbers.
  - d. Mergers.
  - e. Selective selling.
  - f. New character of specialty selling.
3. Experiencing Versus Anticipating Changes in Consumer Demand: Marketing research, Promoting changes, Consumer advertising, Adding related lines.
4. Discussion of these Tendencies as Affecting Various Types of Manufacturers.

In addition, there will be two round table dinner conferences, Wednesday evening, April 3, one on Marketing Resale Goods and the other on Marketing Equipment, Raw Materials and Services.

### The 1930 Distribution Census

A Committee of the Association, headed by H. A. RICHMOND, Director, Marketing and Distribution, Policyholders Service Bureau, Metropolitan Life Insurance Company, New York, N. Y., has prepared a careful report on the proposed 1930 census on distribution describing what is proposed, what is needed and what business must do if this census is to be achieved. Copies of this report are available to all who care to write to W. J. DONALD, Managing Director, American Management Association, 20 Vesey Street, New York, N. Y.

### Employee Representation Group

In place of the usual annual conference on Employee Representation, the Association has established an Employee Representation Group similar to the other subject groups of the Association. Mr. E. K. Hall, Vice President of the American Telephone and Telegraph Company, has assumed the General Chairmanship.

The first meeting will be held in Pittsburgh im-

mediately following the Producers Conference on the evening of Friday, Saturday, March 2, 1929.

### International Budget Conference

A Conference on International Budgeting will be held at Berlin, Germany, March 9, 1929. Two Directors of the International Budget Association, Mr. James O. McKinsey and Company, and Mr. Coes of Ford, Bacon & Davis, will discuss American practice.

The Conference is being held at the Reichskuratorium Für Wirtschaftsprüfung in collaboration with the International Institute.

### New Members

The following members have joined the Association or increased their membership since November 1, 1928.

#### Companies

##### Class B

Westinghouse Electric & Manufacturing Company

##### Class C

Deere & Company  
Norton Company  
Standard Oil Company of New Jersey

##### Class D

Acme Steel Co.  
Barrington Associates  
Central Hudson Gas & Electric Corporation  
Donnelly Garment Company  
The Foreman National Bank  
Illinois Bell Telephone Co.  
International Business Machines Corporation  
Keystone Steel & Wire Co.  
Liberty Mutual Insurance Company  
Ludowici-Celadon Company  
Minnesota Power & Light Company  
Southern California Edison Company  
The Northern Trust Company  
The Penn Mutual Life Insurance Company  
The Robbins & Myers Co.  
L. C. Smith & Corona Typewriter Company  
The Toledo Edison Company  
Universal Winding Company

##### Foreign

Grassi & Co.  
Société Anonyme Des Usines  
Sociedad Hispano-Portuguesa de Electricidad

##### Individual

Eighty-six individual members have joined the Association since November 1, 1928.

Production Executives' Conference of Friday, March 1 and on 1929.

## Budgetary Control Conference

Industrial Budgetary Control Germany, February 7, 8, and 9, 1929. The American Management Association, James O. McKinsey of James O. McKinsey Company and Mr. Harold V. Davis, Inc., will give papers.

Conferences being conducted by The American Management Association in Germany, Wirtschaftlichkeit in international Management in Germany.

## Members

Members have either joined the Association or renewed their membership since November 1, 1928.

## Company

& Manufacturing Company

of N. J.

Electric Co.  
Company  
Bank  
Co.  
Machines Co.  
Co.  
Finance Company  
Company  
Light Co.  
Insurance Company  
Co.  
Typewriters, Inc.  
Company  
Company

Usines Renault  
Sociedad de Transportes Eléctricos

Members who have joined the Association since November 1, 1928.

## Literature Available

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- ☐ Methods of Computing and Charging Office Costs of Operation ..... \$ .75  
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- ☐ Unit Costs as Measures of Office Output for the Control of Office Expense..... .75  
By E. J. McADAMS, General Office Manager, Armour and Company.
- ☐ Some Consideration in Installing a Salary Administration Plan..... .75  
By E. H. LITTLE, Industrial Engineer, Central Planning Department, United States Rubber Company.
- ☐ Determination of Work Units for Office Machines By I. O. ROYSE, Manager Office Production, Ralston Purina Co., Inc. .75
- ☐ Office Working Conditions and Extra Compensation Plans..... 1.00  
By H. J. TAYLOR, Assistant to President, Personnel, Jewel Tea Co., Inc.

### Marketing Executives' Series

- ☐ Selecting and Training Salesmen and Their Relation to Overhead and Direct Costs of Marketing... \$ .75  
By JAMES A. GRIFFIN, Assistant Agency Manager, Phoenix Mutual Life Insurance Company.
- ☐ The Effect of a Salesman's Compensation Plan on Marketing Costs..... .75  
By J. A. MACLEOD, Vice-President, The Hinde & Dauch Paper Co.
- ☐ Selective Selling as a Means of Reducing Marketing Costs..... .75  
By GUY C. SMITH, Head, Commercial Research Department and Advertising Manager, Libby, McNeill & Libby.
- ☐ Objectives and Essentials of Costing Marketing Activities ..... .75  
By W. E. FREELAND, President, Freeland & Warren, Inc.

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